

EXHIBIT

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To: Rosenthal, Daniel I
Subject: RE: OON--Confidential-- phase 2

Good morning, Dan.

I'm scheduled to meet with Ted Prospect tomorrow afternoon. Did you review and have you approved Phase 2 of the Yale study proposed publication on ER spend?

Andrea

From: Rosenthal, Daniel I
Sent: Monday, March 13, 2017 8:58 AM
To: Boado, Andrea M; Mitchell, Jill K
Subject: RE: OON--Confidential-- phase 2

I need to read the deck. Have not gotten to it yet. Will read it on the plane and then comment.

thanks

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Executive Assistant – Megan Abbate [REDACTED]

From: Boado, Andrea M
Sent: Monday, March 13, 2017 6:45 AM
To: Rosenthal, Daniel I; Mitchell, Jill K
Subject: RE: OON--Confidential-- phase 2

Good morning to you too!

Re your question, public shaming comes to mind. That said, with costs on the rise, throwing heat and light on them may not be a bad thing. Ultimately, it's a business decision.

You also may want to note slide 26, which while seemingly intended to show the difference between INN rates (ranked by percentile) as compared to OON, provides a road map to those who may want to arbitrage the way Emcare has.

From: Rosenthal, Daniel I
Sent: Monday, March 13, 2017 8:35 AM
To: Boado, Andrea M; Mitchell, Jill K
Subject: RE: OON--Confidential-- phase 2

Good morning. My question is - what benefit is there from specifically identifying them? Given their size, it seems obvious who they are and naming them feels like unnecessarily poking the bear.

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